



RSE
 Responsabilité
 Sociétale des
 Entreprises

UP+ERGY

POWER SOLUTIONS EXPERTS

Non-Financial Performance Statement
31 December 2025

Table of Contents

1	Introduction to the UPERGY Group.....	3
1.1	Key figures 2025.....	3
1.2	CSR Governance	4
1.3	Value Creation Model.....	4
1.3.1	The Group’s three-year strategy	4
1.3.2	CSR, integrated across all pillars.....	6
1.3.3	Corporate Governance Code.....	8
1.3.4	The Board of Directors as at 31 December 2025	18
1.3.5	Appointment and duties of the Chairman of the Board of Directors.....	20
1.3.6	Independent directors	20
1.3.7	Directors’ access to information.....	21
1.3.8	Internal regulations	21
1.3.9	Board of Directors meetings held in 2025	21
1.3.10	Directors’ interests.....	21
1.3.11	Committees established by the Board of Directors	21
1.3.12	Remuneration of corporate officers, directors and other senior executives	22
1.4	Stakeholder mapping	24
1.5	Mapping of issues.....	25
1.5.1	Social Issues	25
1.5.2	Societal Issues	25
1.5.3	Environmental Issues.....	26
1.5.4	Double Materiality Matrix.....	26
2	CSR Objectives	28
2.1	CSR Strategy Review 2023–2025.....	28
2.2	Ensuring the well-being of employees	29
2.3	Innovating for sustainable solutions.....	30
2.4	Raising awareness of CSR among our stakeholders	32
2.5	Reducing our environmental impact.....	33
3	CSR Management	34
3.1	UPERGY’s activities in relation to the SDGs.....	34
3.1.1	Medical sector	34
3.1.2	Battery reparability	35
3.2	Alignment with the 10 principles of the United Nations Global Compact and the International Labour Organisation (ILO)	35
3.2.1	Human rights	35
3.2.2	Labour.....	36
3.2.3	Environment.....	36
3.2.4	Anti-corruption.....	39
3.3	Philanthropy and donations.....	39
3.4	Whistleblowing scheme	39
3.5	Pollution risks.....	39
3.6	Sustainable use of resources.....	40

3.7	Carbon footprint	41
3.7.1	Carbon footprint 2025	41
3.7.2	Carbon footprint trends	41
3.7.3	Biodiversity protection	42
3.8	Scope of reporting	42
3.9	Performance and monitoring indicators	43
3.9.1	Social indicators.....	43
3.9.2	Societal indicators.....	45
3.9.3	Environmental indicators.....	47

1 Introduction to the UPERGY Group

Founded in 1996, the UPERGY Group specialises in the distribution of consumable, essential and non-strategic products in the field of off-grid energy. In 2013, the Group decided to refocus on its battery business. Already a leader in France in the off-grid energy sector, UPERGY aims to expand its presence across Europe.

UPERGY was listed on the stock exchange on 15 January 2007 and is traded on Euronext Growth.

By 2025, UPERGY will have a network of 37 1001 Piles C Batteries stores in France, comprising 34 franchises and 3 company-owned branches, all specialising in B2C, and 4 brands (Allbatteries, Hawk-Woods, Enix Power Solutions and Enix Energies) specialising in B2B.

1.1 Key figures 2025



Turnover
€42.6 million



Net profit
-€1.6 million



Equity €12.5
million



37 stores



Market capitalisation
€8.8 million



Current Operating Profit
-€1.6 million



Turnover
outside
France
47%



6,000 m² of warehouse space
(Corbas – 69)



Workforce
251 people



Dividends
€0.08 per share



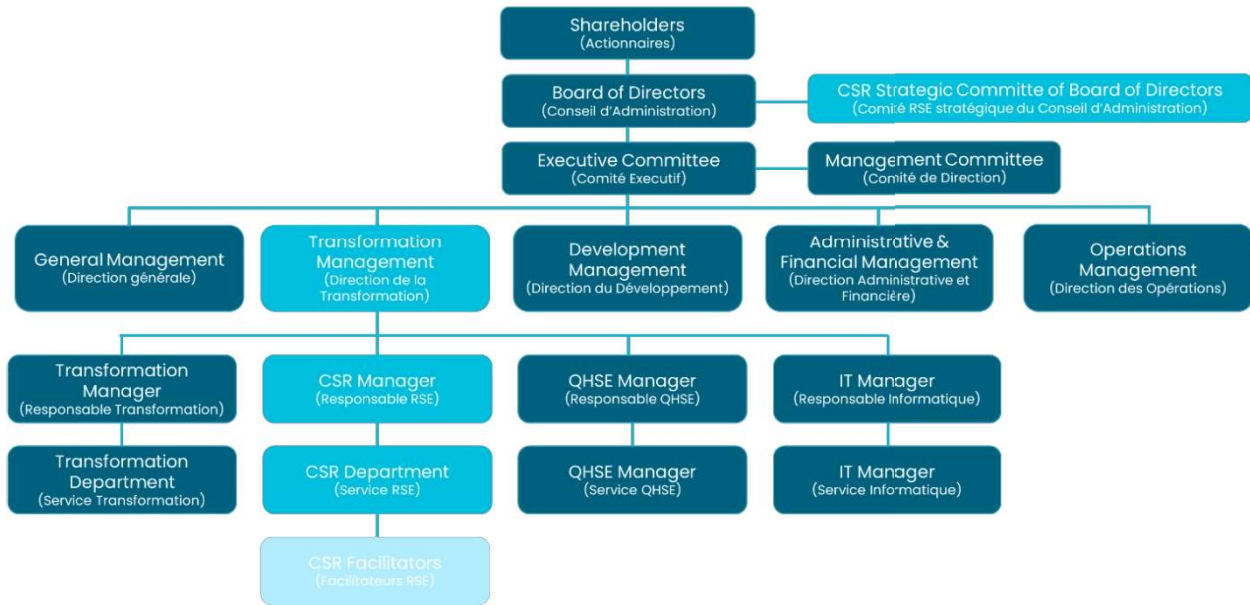
Global sites 18



E-commerce sites in
France and
internationally

1.2 CSR governance

La RSE dans la stratégie d'entreprise



The medium and light blue boxes represent a CSR-related role, either a dedicated CSR officer or a person in another role with decision-making authority over the CSR approach.

In 2025, CSR was overseen by the UPERGY Group’s CSR Manager and led by the Director of Marketing, CSR and External Relations (until August 2025), who was supported by operational assistance from the “CSR Facilitators” created to better disseminate information and raise awareness of CSR among employees across all sites. An internal reorganisation took place, and CSR is now under the Transformation department.

The CSR initiative is therefore driven by the company’s governing bodies, with the aim of extending it from its employees to its stakeholders.

A CSR Committee was established in 2021, comprising the CSR directors, the Chief Executive Officer, the Director of CSR, Marketing and External Relations (until August 2025) and the CSR Manager.

In 2025, CSR was integrated into the company’s overall strategy as one of its four fundamental pillars, thereby reinforcing senior management’s commitment to sustainable economic development.

1.3 Value creation model

The Group’s vision is to become a robust and key player in Europe in the field of small and medium-power portable energy, by adopting sustainable and innovative practices for a more responsible energy future, whilst placing people at the heart of the Group’s actions.

1.3.1 The Group’s three-year strategy:

The Group’s overall strategy is based on four key pillars: the market, robustness, people and CSR. The Executive Management has set out a number of objectives for each pillar, thereby providing common guidelines for all employees.

13.11 The market

The Group has defined a strategy aimed at managing its customer portfolio, avoiding any excessive dependence, with the objective **that the largest customer accounts for less than 5% of turnover.**

The Group's development is based on a positioning focused on high-margin activities, with a commitment to growing the share of OEM (Original Equipment Manufacturer) business to over 20% of turnover. The Group also aims to strengthen its reputation as a specialist in strategic sectors such as healthcare and transport.

Finally, the group will pursue external growth opportunities through two key objectives:

- Remaining a designer and assembler of battery packs;
- To be a leader in off-grid energy.

1.3.1.2 *Robustness*

The group's three-year ambition is to strengthen its overall robustness by ensuring profitable and controlled growth and by improving the quality of service in the group's market.

The Group aims to establish technology and market monitoring systems to better anticipate developments and strengthen our competitiveness.

Quantified objectives:

- Achieve profitability with **an EBIT of 8% or more**;
- Achieve turnover of **€50 million** by prioritising high-margin activities.

The means:

- Simplify business processes;
- Integrate AI into processes;
- Control operating costs and maintain capital expenditure;
- Increase productivity.

1.3.1.3 *People*

With people at the heart of the group's activities, UPERGY aims to strengthen its social commitments relating to well-being at work over the next three years:

- Improving Quality of Life at Work (QLW);
- Strengthen training for managers in good management practices;
- Strengthen communication between senior management and employees to provide a clearer sense of purpose;
- Ensure that every employee feels more valued.

The aim of these commitments is to achieve an **employee fulfilment rate of over 75%**.

1.3.1.4 *CSR*

Upergy reaffirms its commitment to making CSR a strategic and differentiating factor in its market. To reduce its environmental impact, the group calculates its carbon footprint in line with SBTi targets.

The group aims to be a key player in CSR at national and European level in the implementation of best practices, whilst meeting the requirements of the new European Regulation EU 2023/1542 on batteries.

Three-year objectives:

- Maintain a strong lead in CSR to make it a key differentiator;
- Review all stakeholders in the value chain to prioritise only those that respect the environment and people;
- Integrate eco-design into products;
- Integrate biodiversity into the CSR approach.

1.3.2 CSR, integrated across all pillars:

- ❑ The **market**: meeting our customers' growing CSR expectations and ensuring transparency across our entire value chain by involving our suppliers in social, environmental and ethical issues.
- ❑ **Robustness**: Integrating CSR as a sustainability indicator: the business model is based on continuity, longevity and the circular economy;
- ❑ **People**: upholding the Group's three core values: togetherness, respect and friendliness;
- ❑ **CSR**: perceived at UPERGY as an opportunity for differentiation, it constitutes a strategic focus in its own right, driven by senior management.

Today, we live in a world where batteries are at the heart of mobility and human needs related to health and safety. UPERGY is therefore committed to making CSR a central focus in decision-making to build a responsible business model.

RESOURCES:

- Human and social:
- **251** employees
- Average age of **40**
- Code of Ethics
- Industrial and commercial:
- **6,000 m²** of logistics space
- **3** workshops
- **37** stores
- **6** e-commerce sites
- **18** sites worldwide
- **ISO 9001** and **ISO 13485** certifications



- Human and social:
- **54.0%** of the workforce are women, **36.11%** of whom are managers
- **5.61%** of employees are on permanent contracts
- **71%** employee fulfillment rate
- **ISO 45001** certification

- Financial:
- **€42.6 million** turnover
- **-€1m** EBIT
- **€0.08** dividend per share



- Financial:
- **€12.5m** Equity
- **€1.81** Average share price
- **23.5%** free float

- Corporate:
- **233** Tier 1 European suppliers
- **16** partnerships with associations and networks
- **ISO 20400** standard
- Governance:
- **2** CSR representatives on the Board of Directors
- **1** CSR department (CSR Director, CSR Manager and external resource – intern)

- Environmental:
- **11,376 tonnes of CO2e:** Carbon Footprint, of which 75% of emissions stem from the purchase of products (scope 2025)
- **€2,782,500 incl. VAT:** total amount of the contribution paid for the environment (Group battery tax)
- **71.G tonnes** of batteries and accumulators collected
- **ISO 14001** certification

VALUE CREATION: TO BE UPDATED

1.3.3 Corporate Governance Code

Companies listed on Euronext Growth are not required to establish rules supplementary to those provided for by law regarding corporate governance. However, companies listed on Euronext Growth may voluntarily adopt a code drawn up by representative organisations. This is the case for UPERGY S.A., which has chosen to voluntarily adopt the Middenext Corporate Governance Code for Small and Mid-Cap Companies, available on the [middlenext.com](https://www.middlenext.com) website.

Middenext Corporate Governance Code for Small and Mid-Cap Companies:

<p>R 1 : Code of Conduct “ Council members’</p>	<p>It is recommended that every ‘Council member’ Council” should observe the following ethical guidelines:</p> <ul style="list-style-type: none"> • striving to set an example requires, at all times, consistency between words and deeds, which ensures credibility and trust; • upon accepting the appointment, each “Board member” shall familiarise themselves with the resulting obligations and, in particular, those relating to the legal rules on holding multiple offices ; • at the start of their term of office, they shall sign the Board’s internal regulations, which set out, amongst other things, the minimum number of shares in the company that each ‘Board member’ must hold, subject to the provisions of the Articles of Association; • during their term of office, each “Board member ’ must inform the Board of any potential (client, supplier, competitor, consultant, etc.) or actual (other mandates) conflicts of interest concerning them; • in the event of a conflict of interest, and depending on its nature, the “Board member” shall abstain from voting, or even from participating in deliberations, and, in extreme cases, shall resign; • Each “Board member” shall comply with the legal and regulatory requirements in force regarding the disclosure of transactions and the period of abstention from trading in the company’s securities; • each “Board member” shall attend regularly and participate in the meetings of the Board and the committees of which they are a member; • each “Board member” ensures that they have obtained all necessary information in good time on the matters to be discussed at meetings ; • each “Board member” observes, in relation to third parties, a genuine duty of confidentiality that goes beyond the simple duty of discretion provided for by law; they formally undertake to do so by signing the Board’s rules of procedure; • each “Board member” attends general meetings. <p>It is recommended that a “Board member”, when serving as an “executive”, should not accept more than two other appointments as a “Board member” in listed companies, including foreign ones, outside their group.</p>	<p>Board members shall comply with all rules of professional conduct.</p>
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<p>R 2 : Conflicts of interest</p>	<p>The Board ensures that it has in place all procedures necessary to identify and manage conflicts of interest. It shall carry out all reasonable investigations to assess the appropriate measures to be taken (clear statement of reasons, removal of the persons concerned from the room, etc.) to ensure that decisions are taken in the best interests of the company.</p> <p>“Board members” undertake to declare, prior to each Board meeting and in accordance with the agenda, any conflicts of interest they may have, and to refrain from participating in the deliberations and voting on any matter in respect of which they find themselves in such a situation.</p> <p>Subject to changes in the law, the Board shall establish an annual procedure for the disclosure and monitoring of conflicts of interest.</p> <p>The Chair is the primary “guardian” of the management of conflicts of interest and, in particular, of those concerning him personally. For regulated , depending on the circumstances and the sums involved, the Board will determine whether it is appropriate to seek independent expert opinion.</p> <p>With regard to statutory auditors, it is recommended that, apart from attestations and services provided in accordance with statutory or regulatory provisions, companies entrust non-audit services (SACC) to a firm other than that of the company’s statutory auditor.</p> <p>All such procedures are set out in the corporate governance report.</p>	<p>This matter is addressed in section ‘XVI. Corporate Governance Report’ of the 2025 management report.</p>
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<p>R 3: Composition of the Board, Presence of independent members</p>	<p>It is recommended that the Board comprise at least two independent “Board members”. Five criteria are used to determine the independence of “Board members”, which is characterised by the absence of financial, financial, contractual, family or close personal relationship likely to impair independent judgement:</p> <ul style="list-style-type: none"> • not having been, in the last five years, and not currently being an employee or an executive director of the company or of a company within the same group; • not having been, in the last two years, and not currently being in a significant business relationship with the company or its group (customer, supplier, competitor, service provider, creditor, banker, etc.); • not be a major shareholder of the company or hold a significant percentage of voting rights; • not have a close relationship or close family ties with a corporate officer or a major shareholder; • not having served, in the last six years, as the company’s auditor. <p>Independence is also a state of mind that indicates, above all, that of a person capable of exercising their freedom of judgement to the full and of knowing, if necessary, how to oppose a decision or resign.</p> <p>Independence is a way of conceiving and approaching one’s own responsibilities, and is therefore a matter of personal ethics and loyalty towards the company and the other ‘members of the Board’.</p> <p>This is why it is the Board’s responsibility to examine, on a case-by-case basis, the situation of each of its members in light of the criteria set out above. Independence is assessed at the time of the first appointment as a “Board member” and annually when the corporate governance report is drafted and approved.</p> <p>Subject to providing justification for its position, the Board may consider a member to be independent even if they do not meet all these criteria; conversely, it may also consider a member who meets all these criteria to be non-independent.</p>	<p>This matter is addressed in section “XVI. Corporate Governance Report” of the 2025 Management Report.</p>
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<p>R 4: Disclosure “ members of the Board”</p>	<p>It is recommended that the company provide to “Board members”, in good time, any necessary information between Board meetings where the company’s current situation so warrants. It is recommended that the internal regulations set out the practical arrangements for providing this information, whilst establishing reasonable deadlines. It is also recommended that ‘Board members’ assess for themselves whether the information provided to them is sufficient and, where appropriate, request any additional information they deem useful.</p>	<p>In accordance with the provisions of the Rules of Procedure of the Board of Directors, Directors receive the information necessary for the performance of their duties sufficiently in advance to enable them to prepare effectively for meetings.</p>
<p>R 5: Composition of “ Board members”</p>	<p>It is recommended that the Board draw up a three-year training plan (equivalent, for example, to 4 to 6 days of training per “Board member” over the period) tailored to the specific characteristics of the company, intended for “Board members” whether they are employees or not. This plan takes into account equivalencies acquired through experience. Each year, the Board reviews the progress of the training plan and reports on it in the corporate governance report.</p>	<p>This matter is addressed in section “XVI. Corporate Governance Report” of the 2025 Management Report</p>
<p>R 6: Organisation of Board and committee meetings</p>	<p>It is recommended that the frequency and duration of meetings should allow for a thorough examination of the topics discussed. This also implies that meetings should be prepared by all members in advance. As far as possible, for reasons of efficiency, the Board favours physical attendance. Where this is not possible, video conferencing is preferable to telephone discussions. The frequency is at the company’s discretion, depending on its size and specific characteristics, but a minimum of four meetings per year is recommended for the Board. Minutes summarising the discussions are drawn up for each Board meeting. However, it is not appropriate to set a minimum number of meetings in advance for specialist committees, as the frequency of their meetings is left to their discretion. The company must report on the frequency of meetings for each committee. The corporate governance report must state the number of annual Board meetings and the attendance rate of ‘Board members’ and specify, where applicable, whether ‘Board members’ hold discussions in the absence of the ‘chief executive’.</p>	<p>Given the size of the company, the Board meets four times a year. Meetings last on average one day, which allows sufficient time for discussion, with committees generally meeting prior to the Board meeting.</p>

<p>R 7: Establishment of committees</p>	<p>It is recommended that each Board decide, depending on its size, its needs and current circumstances, whether to organise itself with or without specialised ad hoc committees (remuneration, appointments, etc.), which may be created on an ad hoc basis.</p> <p>In any event, the Board remains the decision-making body.</p> <p>It is important that the chairmanship of specialised committees be entrusted to 'independent Board members', except in very specific and duly justified cases.</p> <p>With regard to the establishment of the audit committee, the Board decides, in accordance with the legislation in force, whether to set up an audit committee or to carry out its duties itself under the conditions defined by the relevant legislation.</p> <p>If it meets as an audit committee, at least one of the independent members of the Board must possess specific expertise in finance, accounting or statutory auditing.</p> <p>If the Board decides to establish a Nomination and/or Remuneration Committee, it shall not include any executive directors and shall be chaired by an independent member.</p>	<p>The company has three committees:</p> <ul style="list-style-type: none"> - CSR Committee, - Strategy Committee, - Audit Audit and .
<p>R 8: Establishment of a specialised committee on Social and Environmental Responsibility of (CSR)</p>	<p>It is recommended that each Board establish a specialised CSR committee.</p> <p>Depending on the issues at hand, this committee works in conjunction with the other specialised committees.</p> <p>Furthermore, the Board is invited to consider value sharing and, in particular, the balance between the remuneration levels of all staff, remuneration for risk-taking by the shareholder and the investments required to ensure the company's long-term viability. The CSR committee is chaired by an independent member.</p> <p>The committee may be assisted by qualified individuals as required.</p>	<p>The Company has had a CSR Committee in place for several years.</p>

<p>R 9: Establishment of internal rules of procedure for the Board</p>	<p>It is recommended that the Board adopt internal rules of procedure comprising at least the following eight sections:</p> <ul style="list-style-type: none"> • the role of the Board and, where applicable, transactions subject to prior authorisation by the Board; • composition of the Board/criteria for the independence of members; • definition of the role of any specialist committees established; • duties of members (code of conduct: loyalty, non-competition, disclosure and procedures for managing conflicts of interest, and duty to abstain, ethics, confidentiality, etc.); • functioning of the Board (frequency, convening, informing members, self-assessment, use of videoconferencing facilities and telecommunications, etc.) and, where committees exist, specifying their remit; • arrangements for the protection of company directors: directors' and officers' liability insurance (D&O); • rules for determining the remuneration of 'Board members'; • the issue of the succession plan for the "executive" and key personnel. <p>It is also recommended that the internal regulations or substantial extracts thereof be made available on the website and, where applicable, explained in the corporate governance report.</p>	<p>The Board adopted internal regulations on 30 June 2017 in accordance with the model proposed by Middenext. These regulations are available to the public via the UPERGY corporate website.</p>
<p>R 10: Selection of each "member of the Board"</p>	<p>It is recommended that sufficient information regarding the biography, in particular the list of directorships, experience and expertise brought by each "member of the Board" be published on the company's website prior to the general meeting deciding on the appointment or renewal of their term of office.</p> <p>This information is included in the corporate governance report or in the report setting out the resolutions to be put to the general meeting.</p>	<p>This matter is addressed in section "XVI. Corporate Governance Report" of the 2025 Management Report, and the information is also available online on the UPERGY corporate website</p> <p>https://www.upergy.com/gouvernance/#toggle-id-2</p>

<p>R 11: Term of office of members of the Board</p>	<p>It is recommended that the Board ensure that that the statutory term of office should be tailored to the specific circumstances of the company, within the limits set by law.</p> <p>It is also recommended that the renewal of 'board members' be staggered.</p> <p>The term of office is clearly stated in the corporate governance.</p>	<p>The statutory term of office for Directors is four years; this term is in line with UPERGY's needs.</p>
<p>R 12: Remuneration of "Board members" in respect of their term of office</p>	<p>It is recommended that a minimum remuneration be awarded, in particular to independent "Board members". The allocation of remuneration is determined by the Board and takes into account, in part, the attendance of "Board members" and the time they devote to their duties, included any attendance at committee meetings.</p>	<p>Directors' remuneration is set by the Board of Directors and paid on the basis of actual attendance at meetings, and this applies solely to independent Directors.</p>
<p>R 13: Introduction of an evaluation of the Board's work</p>	<p>It is recommended that, once a year, the Chair of the Board invite members to comment on the functioning of the Board and any committees, as well as on the preparation of its work.</p> <p>This discussion is recorded in the minutes of the meeting. The Board may, if it so wishes, be assisted by a third party.</p> <p>The Chair shall state in the corporate governance report that this procedure has taken place.</p>	<p>At its meeting on 16 June 2023, the Board of Directors reduced the frequency of its self-assessment from once a year to once every two years.</p> <p>The Board of Directors last conducted a self-assessment at its meeting on 21 June 2024.</p> <p>The next self-assessment will therefore take place in 2026.</p>
<p>R 14: Relations with "shareholders"</p>	<p>Beyond the legal requirements, the Board pays particular attention to negative votes by analysing, amongst other things, how the majority of minority shareholders voted.</p> <p>The Board considers whether changes should be made, with a view to the next general meeting, to address the issues that may have prompted negative votes, and whether a communication on this subject is warranted.</p> <p>The corporate governance report specifies that this review is taking place.</p> <p>It is recommended that, outside the general meeting, opportunities for discussion with significant shareholders be organised in such a way as to create the conditions for a fruitful dialogue.</p> <p>Prior to the general meeting, the "director" ensures that he meets with significant shareholders who so wish, whilst ensuring that all shareholders receive equal information.</p>	<p>At its meeting on 20 June 2025, the Board of Directors reviewed the minority votes on the resolutions of the General Meeting held on 5 June 2025. All minority votes approved the resolutions presented, which were adopted unanimously.</p>

<p>R 15: Diversity and equity policy within the company</p>	<p>It is recommended that, beyond the requirements of the law and taking into account the business context, the Board should verify that a policy aimed at gender balance and equity is effectively implemented at every hierarchical level of the company.</p> <p>The Board sets out in the corporate governance report the policy adopted and the results achieved during the financial year.</p>	<p>This issue is addressed in section “XVI. Corporate Governance Report” of the 2025 Management Report.</p>
<p>R 16: Definition and transparency of the remuneration of executive directors</p>	<p>It is recommended that the Board of Directors determine the level of remuneration for its executive directors and the information disclosed in this regard, in accordance with legal and regulatory requirements, based on (i) the principles of comprehensiveness, balance, benchmarking, consistency, readability, measurement and transparency, and (ii) the equity ratio.</p>	<p>This matter is addressed in the section ‘Remuneration of executive directors’ in the 2025 management report.</p> <p>The Board of Directors was able to discuss this matter when the individuals concerned took up their posts.</p>
<p>R 17: Succession planning for “senior executives”</p>	<p>It is recommended that the subject of succession be regularly included on the agenda of the Board or a specialised committee in order to verify that the issue has been addressed or that it has been monitored annually.</p> <p>Depending on the circumstances, particularly in the case of succession in a family business, it may be appropriate to change the governance structure and move either from a one-tier to a two-tier structure, and vice versa, or to review the division of responsibilities between the Chairman and the Chief Executive Officer.</p>	<p>This matter is addressed annually at a meeting of the Board of Directors.</p>
<p>R 18: Combining an employment contract with a corporate office</p>	<p>It is recommended that the Board of Directors, in accordance with regulations, assess the appropriateness of authorising or not the combination of an employment contract with a corporate office as Chairman, CEO, Managing Director, Chairman of the Executive Board or Managing Partner. The corporate governance report sets out the reasons for this in detail.</p>	<p>This issue is addressed in the section ‘Remuneration of executive directors’ in the 2025 management report.</p> <p>The Board of Directors was able to discuss this matter when the individuals concerned took up their posts.</p>

R 19: Severance pay	<p>It is recommended that, where a severance payment has been provided for in accordance with the law, the maximum amount thereof, after taking into account any payment made under the employment contract or a non-competition indemnity, should not exceed two years' remuneration (fixed and variable), except where the remuneration of the "executive" is known to be below market medians (as is particularly the case with start-ups).</p> <p>It is also recommended to exclude any payment of severance pay linked to the directorship to a corporate officer if they leave the company of their own accord to take up new duties, or change roles within a group. Furthermore, any artificial inflation of their remuneration in the period prior to their departure.</p>	This recommendation does not apply to UPERGY (no severance pay).
R 20: Supplementary pension schemes	<p>In addition to the application of the procedures In addition to the authorisations provided for by law, it is recommended that the company disclose in its corporate governance report any supplementary defined-benefit pension schemes it may have set up for the benefit of its executive directors and justify them in the interests of transparency.</p>	This recommendation is not applicable to UPERGY (no supplementary pension scheme).
R 21: Share options and free share allocation	<p><u>Conditions of allocation:</u> It is recommended that the allocation of share options or free shares should not be unduly concentrated on senior executives. It is also recommended that share options or free shares should not be granted to executive directors upon their departure.</p> <p><u>Conditions for exercise and definitive allocation:</u> It is recommended that the exercise of all or part of the stock options or the of all or part of the bonus shares for the benefit of senior executives be subject to relevant performance conditions reflecting the company's medium- to long-term interests, assessed over a period of at least three years.</p>	This recommendation does not apply to UPERGY (no share option scheme or allocation of bonus shares).
R 22: Review of points for attention	<p>Any adoption of this Code commits the Board to taking note of the points for attention and reviewing them regularly.</p> <p>The companies shall all information necessary about the points areas of vigilance in the Code.</p>	These areas of focus are reviewed regularly by the Board of Directors

1.3.4 The Board of Directors as at 31 December 2025

The Board of Directors helps to define the strategic direction of the company's activities and ensures their implementation, in accordance with the company's best interests, whilst taking into account the social, environmental, cultural and sporting aspects of its operations. The Board appoints the corporate officers at the General Meeting, oversees management and ensures the quality of information provided to shareholders. Subject to the powers expressly conferred on the General Meetings and within the limits of the company's corporate purpose, it deals with any matter relating to the proper functioning of the company and settles matters concerning it through its deliberations. The Board of Directors carries out such checks and audits as it deems appropriate.

Mr David BUFFELARD: Chairman and Chief Executive Officer

Role on the Board: Chairman – ^{First}appointment: 2009 – General Meeting for re-election: 2029 Holds, directly and indirectly, 2,583,020 shares, notably through the company HELER.

Other appointments as at 31/12/2025:

- Manager of BUFFIPAR;
- Director of UPERGY Limited (UK);
- Director of HAWK-WOODS (UK);
- Director of BRD FINANCE;
- Manager and Director of HELER;
- Manager of UPERGY GmbH (DE);
- Manager (Sole Director) of UPERGY LTD (HK);
- Co-Manager of VDI Italia;
- Manager of UPERGY IBERIA (ES);
- Managing Director of UPERGY SARL (TN);
- Managing Director of SI UPERGY SARL (TN);
- Director of the MIDDLENEXT Association;
- Director of the TENERDIS Association.

Mr Thierry BOUVAT: Deputy Chief Executive Officer until 30/04/2024

Role on the Board: Director – ^{First}appointment: 2009 – General Meeting for re-election: 2029

Holds, directly and indirectly, 149,028 shares Other

appointments as at 31/12/2025:

- Co-Manager of VDI Italia;
- Director of BATRIBOX (formerly SCRELEC).

Mr Roland TCHENIO

Position on the Board: Director – ^{First}appointment: 2009 – Term not renewed at the Annual General Meeting of 5 June 2025

Independent Director.

Holds no shares directly. Other appointments

as at 31 December 2025:

- Director of FONDATION ALPHAOMEGA;
- Chairman of SAS TT Investissements;
- Manager of SCI Boulevard Lannes;
- Director of the Coup de Pouce Association (resigned on 9 September 2025);
- Member of the Supervisory Board of Installux;
- Member of the Audit Committee of THOM Europe.

Ms Marie CHAPALAIN

Role on the Board: Director – ^{First}appointment: 2020 – General Meeting for re-election: 2028

Independent Director

Holds no shares directly. Other appointments

as at 31/12/2025:

- Director of IAE Lyon 3;
- Alternate Director of APEC;
- Member of the Executive External Board of the EM Lyon Business School MBA programme.

Ms Eugénie NDIAYE

Role on the Board: Director – ^{First}appointment: 2020 – Next re-election at the Annual General Meeting: 2028

Independent Director

Holds no shares directly. Other appointments

as at 31/12/2025:

- Chair of NAHUEL (S.A.S.U.);
- Chair of the LAISSER FLEURIR Association;
- Member of the Social Responsibility / Sustainable Development Standardisation Committee.

Ms Hélène CAMPOURCY

Role on the Board: Director – ^{First}appointment: 2020 – Re-election at the Annual General Meeting: 2028

Independent Director

Holds no shares directly. Other appointments

as at 31/12/2025:

- Chair of UMANTEX SAS;
- Vice-Chair of the Board of Directors of the Association Comité Richelieu;
- Chair of the Think Innov' Association;
- Member of the Board of Freedged Beauty;
- Manager of SCI Laroque.

Ms Carole BUFFELARD

Role on the Board: Director – ^{First}appointment: 2020 – General Meeting for re-election: 2028

Holds no shares directly. Other appointments

as at 31/12/2025:

- Director of HELER;
- Manager of SARL SUCCESS.

Mr Laurent GUIZE representing LAFAYETTE CAPITAL:

Position on the Board: Director and permanent representative of LAFAYETTE CAPITAL – First appointment: 2023 – General Meeting for re-election: 2027.

Holds, directly and indirectly, 1,000,000 shares Other

appointments as at 31 December 2025:

- Chairman of SAS Braxton Investment Management;
- Chairman of SAS Lafayette Capital;
- Chairman of SAS LMG;
- Manager of SC LG Invest;
- Manager of SC Laurfin;
- Manager of SCI Mérival.

1.3.5 Appointment and duties of the Chairman of the Board of Directors

The Board of Directors appoints a Chairman from among its members, who must be a natural person. The Chairman is appointed for the duration of his term of office as a director. He is eligible for re-election. He may be removed at any time by the Board.

The office of Chairman ceases automatically at the latest at the end of the Board of Directors' meeting following his or her ninetieth birthday.

The Chairman of the Board of Directors represents the Board of Directors. He organises and directs the Board's work, reports on it to the General Meeting of Shareholders and implements its decisions. He ensures the proper functioning of the company's bodies and ensures that the Directors are able to fulfil their duties.

1.3.6 Independent Directors

UPERGY S.A. has four independent directors:

- Mr Roland TCHENIO until 5 June 2025,
- Ms Hélène CAMPOURCY (CSR Officer),
- Ms Eugénie NDIAYE (CSR Officer),
- Ms Marie CHAPALAIN.

The independent directors have been selected for their knowledge, judgement and experience. They have no relationship of any kind with the company, the Group or the management – whether business, family or otherwise – that could compromise the exercise of their independent judgement. It is noted that the independence criteria set out in the Middlednext Code, and which UPERGY S.A. complies with, are as follows:

- Not having been, during the last five years, and not currently being an employee or a senior executive of the company or any company within its group;
- Not having been, in the last two years, and not currently being in a significant business relationship with the company or its group (customer, supplier, competitor, service provider, creditor, banker, etc.);
- Not to be a major shareholder of the company or hold a significant percentage of voting rights;
- Not have a close relationship or close family ties with a corporate officer or a major shareholder;
- Not having served, in the last six years, as the company's auditor.

The Board does not have any directors elected by the employees. The appointed members of the Social and Economic Committee are consulted at Board meetings.

1.3.7 Access to information for directors

Prior to each Board of Directors' meeting, members are sent information on the Group's performance and the topics to be discussed. Directors periodically receive reports, particularly on the sector and the Group. Furthermore, Directors regularly receive documentation enabling them to enhance their understanding of the role of a director and its responsibilities, as well as on governance and changes in legislation and regulations.

1.3.8 Rules of Procedure

The Board of Directors adopted internal rules at its meeting on 30 June 2017; these rules set out the Board's duties and powers, its composition and functioning, the duties and code of conduct of directors, the establishment of specific committees, and the rules for determining the remuneration of Board members.

1.3.9 Board of Directors meetings held in 2025

The number of Board of Directors' meetings held during the 2025 financial year was four: 28 March, 20 June, 25 September and 18 December.

The attendance rate of Directors at Board of Directors' meetings held in 2025 was 85.7%.

The meetings were systematically devoted, on the one hand, to reviewing the period's activities, the consolidated and company financial statements (half-yearly and annual) and monitoring the strategic plan.

The meeting of 28 March 2025 was mainly devoted to the preparation of the Annual General Meeting (allocation of profits, update on agreements, share buy-back programme, reports, wording of resolutions, dividend distribution, etc.).

1.3.10 Interests of directors

UPERGY has no business relationship with, nor has it entered into any arrangement or agreement with, external companies in which members of the Board of Directors are corporate officers or executives.

UPERGY S.A. and its subsidiaries have not granted any loans nor guaranteed any debt to members of the governing bodies or to companies outside the Group with common directors.

As at 31 December 2025, the shares held by members of the Board of Directors and corporate officers represent, directly or indirectly, 78.89% of the share capital and 89.06% of the voting rights.

1.3.11 Committees established by the Board of Directors

- Audit and Risk Committee:
 - Mr Roland TCHENIO, Chairman of the Committee until 5 June 2025,
 - Mr Laurent GUIZE,
 - Mr David BUFFELARD.
- Strategy Committee:
 - Ms Marie CHAPALAIN,
 - Mr David BUFFELARD.
- CSR Committee:
 - Ms H el ene CAMPOURCY (CSR Lead),
 - Ms Eug enie NDIAYE (CSR Lead).

This committee meets six times a year to ensure that the Group's CSR strategy is aligned with the environmental, social and societal challenges of today's world and that it safeguards the company's long-term viability.

In 2025, the CSR Committee met on the following dates: 25 February, 27 March, 20 June, 25 September, 5 November and 18 December.

- Executive Committee:

At the heart of UPERGY S.A.'s governance structure, it implements the strategy with the aim of analysing commercial results, monitoring and implementing areas for improvement in the day-to-day organisation of support and sales departments, managing projects and ensuring the smooth running of the Group's activities.

The Executive Committee comprises:

- the Operations Department, led by Mr Fabrice AUDIBERT, who oversees logistics managers (transport), procurement and technical operations,
- the Administration and Finance Department, headed by Mr Aristide BADO, who oversees finance and internal control processes, as well as legal and administrative matters,
- the Sales and Marketing Department, headed by Mr Paul-Antoine DESRUMAUX, who oversees the sales, marketing and communications managers and the customer service department,
- Mr David BUFFELARD chairs the Executive Committee; he also oversees the Human Resources and External Communications departments and is responsible for the Group's external growth operations,
- Marie-Céline FEVRE joined the Committee in September 2025 as Director of Transformation, CSR and QHSE; she oversees the managers responsible for quality, transformation, CSR and IT.

This Committee meets every month.

- Management Committee:

Since September 2018, the Executive Committee has been supported by a Management Committee comprising, in addition to the members of the Executive Committee, the Technical Director, the Head of Logistics and Transport, and the Director of Human Resources.

This Committee meets every month.

1.3.12 Remuneration of corporate officers, directors and other senior executives

- Remuneration of the executive director

Mr David BUFFELARD, Chairman of the Board of Directors and Chief Executive Officer, received €227,115 during the 2025 financial year for the performance of his duties.

- Remuneration of directors

Only independent directors received remuneration in 2025.

○ Ms Hélène CAMPOURCY	€6,100
○ Ms Eugénie NDIAYE (CSR Officer)	€7,800
○ Ms Marie CHAPALAIN	€6,800

- C share subscription options granted during the financial year to each corporate officer

None

- Share subscription or purchase options exercised during the financial year by each corporate officer

None

- Performance shares granted during the financial year to each director

None

- Performance shares that became available during the financial year to each director

None

- Further details regarding the remuneration of corporate officers

There are no severance payments. There

are no signing-on bonuses.

There is no specific pension scheme for directors.

Directors do not receive compensation relating to a non-competition clause, nor do they receive severance pay.

1.4 Stakeholder mapping



The stakeholder mapping was reviewed in 2025. UPERGY's various stakeholders have been classified according to their interest in the Group's CSR approach and the influence they have over it.

Classifying stakeholders into four categories (red, blue, green, yellow) enables UPERGY to provide a level of engagement that meets stakeholders' expectations.

Thus, stakeholders in the red category are key players in the CSR initiative, so it is important to engage with them regularly.

Stakeholders in the blue category must be satisfied with the initiative; UPERGY must therefore regularly update them on progress and take their expectations into account when developing the CSR strategy.

Stakeholders in the green category are experts in their field, and it is appropriate to consult them on their areas of interest in order to collaborate.

Finally, stakeholders in the yellow category should be kept generally informed about UPERGY's activities.

1.5 Mapping of issues

1.5.1 Social Issues

Social issues	Related objectives	Relevant SDGs
ENSURING SAFETY	Reducing workplace accidents related to the work environment	8.8 Rights and safety at work
PROMOTING DIVERSITY AND EQUAL OPPORTUNITIES	Ensuring gender equality	5.1 Ending all forms of discrimination against women
	Promoting the integration into the workforce of people with disabilities, young people and older people	10.2 Promoting integration 10.3 Equal opportunities 10.4 Pay and social protection policies
	Introducing young people to the world of work (fixed-term contracts, temporary work, work placements, work-study schemes)	4.4 Skills and access to employment
	Eliminating all forms of discrimination within the company	10.3 Equal opportunities 10.2 Promoting integration
ENHANCING WELL-BEING AT WORK	Increasing the company's investment in training	4.4 Skills and access to employment
	Ensuring the quality of each employee's relationship with their manager	16.7 Inclusive decision-making
	Ensuring the smooth integration of new employees	4.5 Equal opportunities
	Facilitating a healthy work-life balance	8.8 Health and Safety at Work
	Reducing absenteeism	8.8 Rights and Safety at Work
	Strengthening internal communication	16.7 Inclusive decision-making

1.5.2 Societal Issues

Societal issues	Related targets	Relevant SDGs
ENSURING ETHICAL AND TRANSPARENT	Continuously ensure that the governance structure complies with the Middelnext Governance Code and regulatory obligations.	16.6 Effective, accountable and transparent institutions at all levels
COMBATING CORRUPTION	Raise awareness and train employees in good within the company	16.5 Corruption
RAISING AWARENESS AMONG STAKEHOLDERS	Raising awareness among our employees about sustainable development issues	12.8 Knowledge of sustainable development 13.3 Training on climate change
	Raising awareness among our suppliers about sustainable development issues	
	Raising awareness among our customers about sustainable development	
	Supporting the activities of organisations/associations	17.16 Partnerships for sustainable development

1.5.3 Environmental Issues

Environmental environmental	Related	Relevant SDGs
PRIORITISING RESPONSIBLE	Encourage local purchasing	12.7 Promote sustainable practices
DESIGNING SUSTAINABLE PRODUCTS AND SERVICES	Prioritise eco-design	G.4 Modernisation and sustainability of industrial sectors 12.5 Reducing waste generation waste
	Encouraging the refurbishment of products	12.2 Management and sustainable use of natural natural
RAISING AWARENESS AMONG STAKEHOLDERS	Raising awareness among our employees about the sensible use of water and energy resources	6.3 Water quality 6.4 Sustainable of water resources 7.3 Energy efficiency
REDUCING THE CARBON FOOTPRINT OF THE GROUP	Reducing product packaging and waste	11.6 Environmental impact 12.5 Reducing waste
	Prioritise low-carbon transport	11.6 Environmental impact
	Optimise the flow of goods to stakeholders stakeholders	12.7 Promoting sustainable practices
IMPLEMENTING EFFECTIVE WASTE MANAGEMENT	Raising staff awareness of waste sorting	12.8 Training and information environmental
	Monitor hazardous and non-hazardous waste at our sites by implementing effective waste management	11.6 Environmental impact 12.5 Reducing waste generation

UPERGY prioritises its issues according to the expectations of internal and external stakeholders.

1.5.4 Double Materiality Matrix

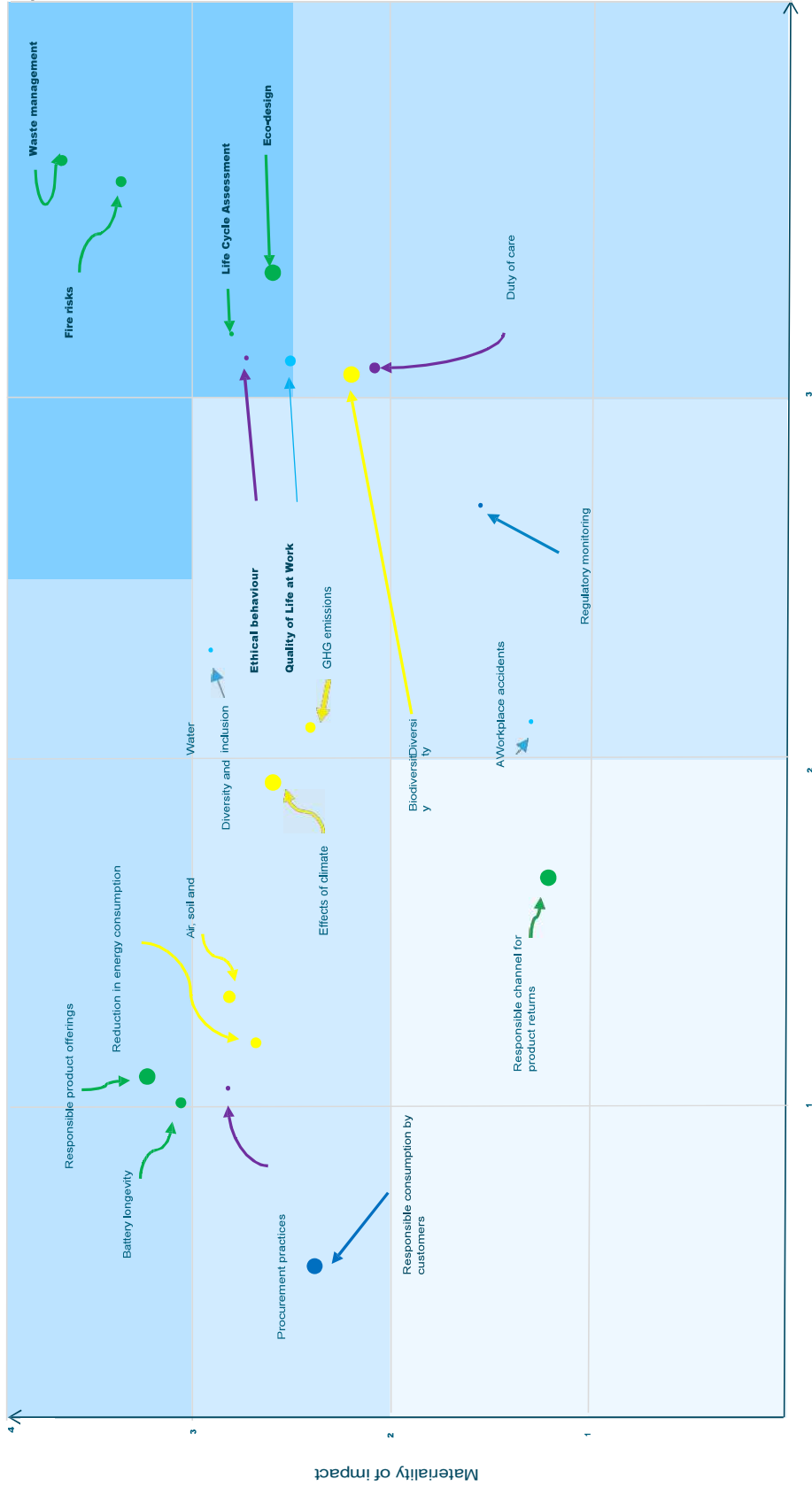
The double materiality matrix was produced in 2025. UPERGY first consulted employees across the entire Group through five internal surveys, based on five CSR themes. The aim was to assess the importance employees attached to the various CSR commitments identified as relevant to the Group's sector of activity.

Senior management was involved to consider the financial impact of failing to address these issues. Customers and suppliers were surveyed, via a single CSR survey, on the five defined themes. They ranked the CSR commitments according to the degree of priority assigned, ranging from 1 (lowest priority) to 4 (highest priority). The aim was to tailor the CSR strategy as closely as possible to their needs.

Financial materiality takes into account the strategic vision of the company's senior management and the financial impact of the various issues identified for the company.

The double materiality matrix was developed as part of the new CSR roadmap for 2026–2028.

UPERGY double materiality analysis



Low impact on the environment, society / on the business

Moderate impact on the environment, society / the company

Significant impact on the environment, society / the company

DOUBLE MATERIALITY AREA

2 CSR objectives

To assess the effectiveness of the actions undertaken as part of the 2023–2025 CSR strategy, a review has been carried out. This enables us to identify the Group’s CSR strengths and areas for improvement.

Four strategic CSR objectives derived from our CSR policy have guided the 2023–2025 CSR strategy and will guide, as part of our commitment to continuous improvement, our 2026–2028 CSR strategy.

All actions marked as ‘to come’ form part of the roadmap for the 2026–2028 CSR strategy.

2.1 Review of the 2023–2025 CSR Strategy

Between 2023 and 2025, the Group implemented a CSR strategy structured around four types of commitments: general, environmental, social and societal. The main objective was to embed CSR sustainably within operational practices, management and the value chain. This strategy aimed to meet growing regulatory requirements, strengthen the company’s social and environmental performance, and engage all internal and external stakeholders in a path of continuous improvement. The strategy was defined with the aim of addressing two strategic guidelines:

- Anticipate economic, social and environmental changes and transitions;
- Ensure UPERGY’s long-term viability in a world where environmental and social risks are on the rise.

Over the period, the overall rate of target achievement was nearly 80%, reflecting a positive trend. Some targets were partially achieved or rescheduled to take account of the Group’s organisational, human and economic context.

- **General commitments**

To fully integrate CSR into the business lines, the CSR department has strengthened its awareness-raising and training programme across the various departments. A strategic internal and external communication plan has been rolled out to enable employees to strengthen their CSR culture and better understand what it entails.

The Group has also complied with the principles of the Middelnext Code and strengthened its anti-corruption measures, notably through dedicated training, regular communications and the application of the anti-corruption code of conduct.

- **Social commitments**

The 2023–2025 CSR strategy has helped to consolidate the foundations of the Group’s CSR governance. CSR documentation has been updated, formalised and made available to employees. A regulatory monitoring system has been put in place to anticipate and track applicable requirements across all countries in which the Group operates. The roll-out of numerous internal projects relating to due diligence has helped to improve transparency and risk management across the entire value chain.

The Group has entered into targeted social partnerships and strengthened its involvement in the structuring of recycling chains and regulatory compliance within the battery sector, particularly with regard to European Regulation EU 2023/1542.

Responsible procurement initiatives have been launched with strategic suppliers, starting with the roll-out of a CSR questionnaire and awareness-raising activities.

- **Social commitments**

On the social front, the strategy has enabled significant progress in terms of quality of life at work, professional equality and health and safety. The professional equality index stands at an average of 89.5/100, close to the target, with annual monitoring and targeted corrective actions where necessary.

The health and safety policy has resulted in training and awareness-raising initiatives, the provision of suitable equipment and the maintenance of ISO 45001 certification.

In terms of diversity and inclusion, training initiatives for HR and management teams have been launched, diversity has been integrated into recruitment processes, and written commitments have been made by the group, for example through the ‘Charte de la Diversité par les Entreprises pour la Cité’ (Corporate Diversity Charter for the City) or the ‘Charte des 50+’ (50+ Charter) launched in 2022 by Club Landoy and the L’Oréal Group.

- **Environmental commitments**

The 2023–2025 CSR strategy has helped to lay the foundations for a climate and resources strategy. The results of our carbon assessments reflect the impact of the initial actions implemented.

Action plans have been launched on sustainable mobility, energy efficiency, waste management and product life-cycle analysis. Waste management, particularly for batteries, has been strengthened through partnerships with environmental organisations and traceability tools, enabling better monitoring of waste streams within the Group and among customers.

2.2 Ensuring the well-being of employees

This objective is linked to the following five sustainable development goals: initiatives relating to the quality of life at work (QVT), gender equality, the fight against pay inequality, health and safety at work, and diversity and inclusion within the Group.



Challenges Status	Ensuring safety	Promoting diversity and equal opportunities	Enhancing well-being at work
Completed initiatives	<ul style="list-style-type: none"> • ISO 45001 certification (Corbas) relating to occupational health and safety; • Relocation and redesign of the interior layout of the new premises in Manouba (Tunisia); 	<ul style="list-style-type: none"> • Implementation of an anti-harassment policy; • Appointment of a member of the Social and Economic Committee (CSE) as the harassment liaison officer; • Renewal of the RQTH agreement in 2023 and purchase of (ergonomic chair, height-adjustable desk, keyboard); • Signing of the ‘Diversity Charter’ created by Entreprises pour la Cité and renewed for the year 2025; • Launch of an annual trainee recruitment campaign. 	<ul style="list-style-type: none"> • Introduction of a well-being indicator through annual appraisals; • Creation of a management charter defining the managerial principles to guide internal practices; • Formalisation of a remote working charter; • Training for employees (French and Tunisian) on the movements and postures to adopt at their workstations to prevent musculoskeletal disorders; • Creation and coordination of the CSR facilitators’ group (comprising four volunteer staff members); • Formulation of an induction programme presented to all Group managers.

Challenges Current situation	Ensuring safety	Promoting diversity and equal opportunities	Enhancing well-being at work
Actions carried out in 2025	<ul style="list-style-type: none"> Renewal of our ISO 45001 certification. 	<ul style="list-style-type: none"> Creation of an Action Plan for recruitment and integration specifically for young people (aged 23 or under) and older workers (aged 55 or over); Signing of the Club Landoy's 50+ Charter; Strengthening by the HR department of diversity-related elements in job advertisements; Training of the HR department on diversity and inclusion; 	<ul style="list-style-type: none"> Setting up workshops with volunteer staff to identify the most appropriate areas for UPERGY in relation to quality of life at work; Presentation of a programme to be implemented for integrating new recruits; Organisation of information sessions by the Executive Committee for all Group employees; Establishment of an Ethics Committee
Actions currently underway			<ul style="list-style-type: none"> Launch of internal workshops on best management practices through a formalised management programme; Participation in events organised by our network of partners, including webinars organised by 'Entreprises pour la Cité' on social issues relating to employee wellbeing;
Upcoming initiatives	<ul style="list-style-type: none"> Setting up a co-development workshop for managers on managing "difficult" situations; Set up a workshop to help managers identify signs of psychosocial risks within their teams. 	<ul style="list-style-type: none"> Launch an internal survey on discrimination, harassment and well-being in the workplace; Measure gender balance across different departments; Incorporate a workshop on diversity into the management development programme; Revision and roll-out of the action plan relating to young people, people with disabilities and older people. 	<ul style="list-style-type: none"> Implementation of the priorities defined with employees and approved by senior management relating to quality of life at work; Establish a system for ad hoc feedback between managers and employees (e.g. at the end of a project); Conduct QWL surveys for employees.

2.3 Innovating for sustainable solutions

This objective encompasses the challenges associated with a sustainable future: responsible procurement, the design of sustainable products and services, and raising awareness among stakeholders through partnerships.

Innovation and technological progress are of paramount importance in the search for sustainable solutions to economic and environmental challenges. UPERGY is involved in energy innovation.

Indeed, the Group aims to minimise its carbon footprint by innovating in the assembly of cells and batteries to move towards the most eco-responsible manufacturing possible.

This objective is linked to two Sustainable Development Goals defined by the United Nations:



Challenges Status	Raising awareness among stakeholders	Designing products and services	Prioritising responsible procurement
<p>Completed initiatives</p>	<ul style="list-style-type: none"> • Involvement in the CARA competitiveness cluster (European Cluster for Mobility Solutions); • Involvement in the governance of the SCRELEC/BATRIBOX eco-organisation • Involvement in the TENERDIS competitiveness cluster (Energy Transition Competitiveness Cluster); 	<ul style="list-style-type: none"> • Establishment of a battery reconditioning service in 1001 piles shops and in our workshops; • Launch of a project to overhaul packaging by eliminating plastic; • Purchase of a new production line as part of the relocation of our Manouba site (Handling trolley adapted to transport products in complete safety); • Modification of the supply chain by optimising container volumes containers 	<ul style="list-style-type: none"> • An approach based on the ISO 20400 standard for responsible procurement;
<p>Actions carried out in 2025</p>	<ul style="list-style-type: none"> • Integration of the Coq Vert community; • Launch of a 'Selection of eco-organisations' project to meet the requirements of EU Regulation 2023/1542 on batteries and battery management batteries. 		<ul style="list-style-type: none"> • Roll-out of a Responsible Procurement action plan within the framework of ISO 20400; • Collection of data relating to CMRT and EMRT from our Class A suppliers.

<p>Actions currently underway</p>	<ul style="list-style-type: none"> Raising awareness among our suppliers regarding the implementation of a life cycle assessment (LCA). 	<ul style="list-style-type: none"> Introduction of single-use packaging for the product and transport; Implementing a life cycle assessment internally using the OPENLCA tool. (The technologies studied are: alkaline, lead and lithium; Creating a set of guidelines and a procedure for carrying out LCAs; Training of the marketing department in the OPENLCA software and LCA. 	<ul style="list-style-type: none"> Identify suppliers who have carried out a life cycle assessment on their products; Assess the possibility of sourcing products with a lower environmental impact (Action led by the Procurement department).
<p>Future actions</p>	<ul style="list-style-type: none"> Participate in our eco-organisation's strategic committees on the roll-out of the recycling sector for new categories of batteries in light of the new EU Regulation 2023/1542. 	<ul style="list-style-type: none"> Conduct an assessment in line with the seven themes of the circular economy (BPI France); Examine eco-design in the context of the manufacture and assembly of our battery packs; Define a battery reparability index to support the customer in a circular economy approach; Conduct an in-depth study of the composition of our products to identify recyclable materials that can be incorporated; Identify a scoring method to rate our product technologies in terms of LCA; Review the process for handling products at higher temperatures. 	<ul style="list-style-type: none"> Renewal of the ISO 20400 audit for Responsible Procurement.

2.4 Raising awareness of CSR among our stakeholders

This societal objective encompasses the challenges of ensuring ethical and transparent governance, combating corruption and raising awareness among stakeholders.

Whether they are our suppliers, our customers, or local communities, UPERGY wishes to engage stakeholders in its approach. Training, awareness-raising and communication are fundamental elements in conveying the best CSR practices to be adopted to the various stakeholders.

This objective is linked to the four Sustainable Development Goals listed below:



Challenges Status	Ensure ethical and transparent	Combat corruption	Raising awareness among stakeholders
Completed actions	<ul style="list-style-type: none"> Review of CSR objectives by department with all managers to integrate a CSR dimension into their roles; Response to the ECOVADIS assessment; Update of CSR documentation; 	<ul style="list-style-type: none"> Implementation of an internal whistleblowing procedure available on the UPERGY website; Annual anti-corruption training for all employees. 	<ul style="list-style-type: none"> Incorporating CSR into our internal communications tool, 'UPERGY NEWS'; Assessing suppliers on CSR to encourage them to integrate CSR into their practices; Raising customer awareness of the environmental impact of products through carbon footprinting; Leading the implementation of the internal communication plan developed on the
	<ul style="list-style-type: none"> Updating the CSR database to assist sales departments in responding to tenders and strategic contracts; Establishment of the Board of Directors' CSR Strategy Committees 		<ul style="list-style-type: none"> CSR topics and establishing a monthly review of internal CSR communication issues with the Communications department; Training for the governance team on the new EU Regulation 2023/1542 on batteries and battery waste management
Actions carried out in 2025	<ul style="list-style-type: none"> Integration of CSR as one of the company's four strategic pillars; Review of the coordination of the CSR facilitators' group to involve them more closely in the process; Consultation with internal and external stakeholders as part of defining the new CSR strategy for 2026–2028; Integration of CSR into all company projects; Development of a materiality analysis 	<ul style="list-style-type: none"> Review of the management of internal alerts as part of the fight against corruption; Meeting of all members of the Ethics Committee to redefine its role; 	<ul style="list-style-type: none"> Roll-out of the Sustainable Mobility Plan across all UPERGY sites; Participation in the Auvergne-Rhône-Alpes Region Mobility Challenge as part of the Sustainable Mobility Plan; Installation of a bicycle shelter at the Saint-Egrève site; Raising awareness within the procurement department of suppliers' results from the assessment carried out; Training the sales department on the issues related to EU Regulation 2023/1542.
Actions currently underway	<ul style="list-style-type: none"> Development of the CSR Action Plan for the new 2026–2028 CSR strategy; Enhancing the CSR information provided in the onboarding process. 		
Future actions	<ul style="list-style-type: none"> Adopt the VSME format for CSR reporting; Map all existing CSR labels across all countries where the Group operates in order to strengthen UPERGY's CSR assessment process. 		<ul style="list-style-type: none"> Strengthen our partnerships with carbon offset organisations by engaging with one or more organisations in the countries where the Group operates; Incorporate climate change adaptation into supplier clauses to raise awareness of the associated challenges;



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This environmental objective encompasses the challenges of reducing our carbon footprint and waste management. As the company's activities involve a significant amount of international and domestic transport, our actions focus on responsible procurement and logistics. At the same time, our marketing team is working on reducing product packaging to minimise waste generation.

This objective is linked to the four Sustainable Development Goals listed below:

Challenges Status	Implementing effective waste management	Reduce the Group's carbon footprint
Completed actions	<ul style="list-style-type: none"> Implementation of a 'paperless' policy across all UPERGY sites; Installation of recycling bins for batteries in shops, workshops and the warehouse; Implementation of a collection system for hazardous and non-hazardous waste; Implementation of a procedure for managing hazardous and non-hazardous waste across all our sites; Raising staff awareness of proper waste management of waste on the premises; 	<ul style="list-style-type: none"> Formulation of an IT policy to reduce digital pollution; Overhaul of the lighting system with LED retrofitting in the logistics centre; Conversion of the commercial vehicle fleet to hybrid and electric vehicles; Installation of electric charging points at our main sites for staff; Calculation of the carbon footprint across all three scopes; Definition of a carbon matrix used by product managers to assess the carbon footprint of products.
Actions carried out in 2025	<ul style="list-style-type: none"> Review of the Group's organisation regarding the management of hazardous and non-hazardous waste; Internal audit of WEEE management at French and Spanish sites. 	<ul style="list-style-type: none"> Creation of an Energy Efficiency Plan communicated to all employees.
Actions currently underway	<ul style="list-style-type: none"> Operational implementation of waste management for new categories of batteries at our sites. 	<ul style="list-style-type: none"> Prioritising sea, river and rail transport over road transport by assessing where this is feasible;
Future actions	<ul style="list-style-type: none"> Implementing, in collaboration with our environmental organisation, a waste traceability system at our customers' premises. 	<ul style="list-style-type: none"> Exploring the potential for sustainable transport across all sites where the Group operates; Roll out a biodiversity strategy across all sites to reduce impacts on biodiversity; Conduct an assessment of the Group's digital footprint. Assess UPERGY's environmental cost through waste management, responsible procurement and transport.

3 CSR Management

3.1 UPERGY's activities in relation to the SDGs

3.1.1 Medical sector

UPERGY has a portion of its client base in the medical sector; the aim is to sell and develop batteries that enable the autonomy of electrical devices. This facilitates patient mobility, the durability of devices and their efficiency.



9.5 Strengthen research scientific and improve the technological capabilities of the industrial sectors in all countries

3.1.2 Battery repairability

Through its network of experts, UPERGY works on reconditioning. Reconditioning involves replacing only the energy component of a product whilst retaining its 'shell'. Furthermore, through its OEM activities, UPERGY can diagnose the condition of cells and batteries with a view to replacing them.

This approach helps to reduce waste, extend the lifespan of equipment and support economic and sustainable development.

The operations are carried out by our technical department, with worn-out components disposed of via appropriate channels.



13.2 Incorporate climate change measures into national policies, strategies and planning.

Through second-life applications, our aim is to limit the use of raw materials that contribute to global warming. The Group aims to establish a repairability index for batteries.

Through the project with Chabanne Industries, the Group aims to find an alternative to electric spot welding to facilitate the dismantling of our battery packs.



12.2 By 2030, achieve sustainable management and rational use of natural resources.

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

3.2 Alignment with the 10 principles of the United Nations Global Compact and the International Labour Organisation (ILO)

These internal guidelines are based on respect for the Universal Declaration of Human Rights (section 3.2.1), the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work (section 3.2.2), the Rio Declaration on Environment and Development (section 3.2.3) and the United Nations Convention against Bribery (section 3.2.4).

3.2.1 Human Rights

3.2.1.1 Companies must support and respect the protection of internationally proclaimed human rights

UPERGY is committed to complying with legal and regulatory requirements in all countries where the group operates. One of UPERGY's initiatives stemming from its CSR strategy is the revision of the Code of Ethics to provide more comprehensive coverage of ethics-related issues. This commitment is based on SDG 16 (Peace, Justice and Strong Institutions).

3.2.1.2 Ensuring that the company is not complicit in human rights abuses

UPERGY implements a strategy for risk prevention and the promotion of health and safety at work within the framework of ISO 45001 certification relating to the integrated health and safety management system. This commitment aligns with SDG 3 (Good Health and Well-being).

To ensure that its value chain is not involved in human rights violations, UPERGY has implemented a due diligence process for its suppliers, notably through the implementation of ISO 20400 certification relating to responsible procurement. This initiative also falls within the scope of SDG 12 (Responsible Consumption and Production).

3.2.2 Labour

3.2.2.1 Companies must respect freedom of association and the effective recognition of the right to collective bargaining

UPERGY adheres to the principles of the International Labour Organisation (ILO) and is committed to respecting freedom of association and the right to collective bargaining, which are legal obligations in the countries where the group operates. In this context, a Social and Economic Committee (CSE) has been established in France, as well as a Works Council (CCE) in Tunisia.

A CSR Committee has been established within the SUPERGY Board of Directors to address all matters relating to CSR.

3.2.2.2 Elimination of all forms of forced and compulsory labour

The prohibition of compulsory and forced labour is a legal requirement in the countries where UPERGY operates. Employment contracts and supplier contracts include specific clauses prohibiting forced labour.

Existing part-time arrangements have been chosen by employees with a view to enhancing Quality of Life at Work (QLW) and are in no way imposed on employees.

3.2.2.3 Elimination of discrimination in employment and occupation

UPERGY incorporates the principle of professional equality into its CSR strategy. Ensuring gender parity has long been a priority, with the group's overall workforce being balanced between men and women. Since 2020, the commitment has been to maintain this parity. The group's professional equality index for 2025 is 87/100.

UPERGY is also committed to a policy of diversity, equality and inclusion for all profiles. Since 2019, the Group has been a signatory to an agreement in support of disabled workers entitled "Company Agreement on the Development and Retention of People with Disabilities in Employment" and endeavours, through its recruitment practices, to promote the employment of people with disabilities, older people and young people.

These commitments align with SDG 5 (Gender Equality) and SDG 10 (Reduced Inequalities).

3.2.3 Environment

3.2.3.1 Companies must adopt a precautionary approach to environmental challenges

With a view to anticipating future developments, UPERGY's CSR strategy takes into account the climate risks the Group faces or will face. UPERGY also carries out its annual Carbon Footprint Assessment to estimate the Group's impact and its main sources of emissions. These two areas enable us to implement measures to adapt to environmental challenges whilst reducing our contribution to them. This approach aligns with SDG 13 (Climate Action).

3.2.3.2 To undertake take initiatives to promote a more greater environmental responsibility

Batteries are a major source of energy and a key driver of sustainable development, green mobility, green energy and climate neutrality.

UPERGY's environmental strategy is based on reducing our carbon footprint, raising stakeholder awareness, implementing effective waste management, responsible procurement and responsible product/service design. This strategy is based on a three-pronged approach: **Measure, Reduce, Offset**.

Almost all carbon emissions are directly linked to the products we purchase, which are included in Scope 3 as calculated in our carbon footprint assessments since the 2022 financial year.

Through its operations and via its customers, UPERGY contributes to the generation of waste hazardous to the environment, such as batteries and various types of Waste Electrical and Electronic Equipment (WEEE). Aware of the environmental impact, UPERGY offers its customers tailored collection solutions.

UPERGY has chosen to join eco-organisations and approved collection bodies to ensure optimal management of the waste produced by its customers, whilst meeting legal requirements regarding collection and recycling.

The eco-organisations for our batteries are as follows:

- BEBAT since 2006 (Belgium)
- COREPILE since 2022 (Réunion)
- VALPAK since 2016 (England)
- ÖCORECELL since 2011 (Germany)
- BATRIBOX (formerly SCRELEC) since 2012 and LEKO since 2021 (France)
- GTRAE and REINICIA since 2023 (Spain)

As regards collection organisations, the Company uses:

- France: PAPREC, CHIMIREC, CAMPINE (formerly RECYLEX), TCHAOMEGOTS, KOESIO
- England: ECOBAT, FORTRESS and BIFFA
- Spain: MAGNA METALS (formerly Reincat), ECOVALL
- Tunisia: CHOKRI NOURI

In Germany, Italy and Belgium, we rely on the collection and recycling networks already in place in these countries.

To ensure safe and functional storage conditions for each type of waste, the sorting systems have been reorganised at our various sites.

Year 2025

Batteries and accumulators collected in France (lead-acid batteries, mixed batteries and accumulators) (CAMPINE and BATRIBOX) (UPERGY sites and customers): 75,760 kg

In 2025, our eco-organisation BATRIBOX recycled waste batteries and accumulators through material recovery. CAMPINE certifies that it has recycled all collected waste in accordance with current French legislation.

Furthermore, safety guidelines regarding the handling and storage of waste have been strengthened and staff have been made aware of these. In 2025, the policy concerning requests for waste collection and storage was reviewed.

Furthermore, the management of waste batteries and accumulators has been strengthened by the entry into force of the new EU Regulation 2023/1542 in 2023 on batteries and battery management. It establishes a harmonised legal framework for the entire life cycle of batteries placed on the European market. It replaces Directive 2006/66/EC and sets out requirements regarding sustainability, safety, performance, traceability and extended producer responsibility for all categories of batteries.

One of the new requirements concerns the obligation for first-time placers on the market to join a waste management organisation for all new battery categories defined from 18 August 2025:

- **PORTABLE** (*existing category*)
 - *Batteries weighing 5 kg or less, designed for consumer use, used primarily in power tools, household appliances or leisure equipment, which are not specifically designed for industrial use, and are neither EV, SLI nor MTL batteries;*
- **INDUSTRIAL**
 - *Batteries designed exclusively for industrial or professional use, which may be used to power critical systems or in any other type of electric vehicle, other than an electric bicycle or scooter, and which are neither EV, SLI nor MTL batteries;*
- **LIGHT TRANSPORT VEHICLE (LTV)**
 - *Batteries weighing 25 kg or less, specifically designed to supply the electrical energy required to power wheeled vehicles, either by powering an electric motor alone or a combination of the motor and human propulsion.*
- **STARTING – LIGHTING – IGNITION (SLI)**
 - *Batteries for automotive use for starting or lighting*
- **ELECTRIC VEHICLE (EV) – UPERGY** *not applicable*

The regulation strengthens extended producer responsibility. Market operators must organise and finance the collection, treatment and recycling of used batteries. They must also report their market placements and end-of-life performance within a more harmonised and controlled framework.

UPERGY complies with the regulation by joining the eco-organisation ECOSYSTEM for all the new categories defined and to ensure effective waste management.

Since 2017, UPERGY has acquired a stake in the organisation SCRELEC (BATRIBOX) and sits on the Board of Directors of SCRELEC (BATRIBOX).

Furthermore, UPERGY has carried out an assessment of waste management within its premises and has decided to implement a plan of recommendations and actions to monitor and encourage employees to adopt the right behaviours in terms of recycling.

3.2.3.3 Encouraging the development and dissemination of environmentally friendly technologies

A key focus of UPERGY's CSR strategy is to develop battery designs using innovative products whilst incorporating design criteria based on CSR indicators. The aim here is to understand the environmental impact of each technology and to improve it over time. This approach aligns with SDG 9 (Industry, Innovation and Infrastructure).

UPERGY has also set itself a target regarding the dissemination of information about the technologies used in its products to consumers and other stakeholders. Assessing the carbon footprint of products thus enables the development of a range based on energy and environmental performance. Efforts are also being made to reduce the packaging and over-packaging used for transporting products, particularly plastic. In this way, environmental criteria relating to products will be made available to consumers, who can take them into account when making purchasing decisions.

Through the responsible procurement initiative launched in 2022 with ISO 20400 certification, UPERGY is involving its supply chain in this approach to transparency and continuous improvement. These actions undertaken by UPERGY are in line with SDG 12 (Responsible Consumption and Production).

In 2025, UPERGY launched its first life cycle assessment (LCA) initiative, using analysis software (OPEN LCA) to evaluate three of its flagship technologies: lead-acid, alkaline and lithium. The results of the LCA will subsequently help guide customers in making responsible consumption choices whilst continuing to meet their needs.

3.2.4 Anti-corruption

UPERGY is committed to opposing corruption in all its forms.

The Group has an Anti-Corruption Code of Conduct which is shared with every employee upon joining and with all employees annually as a reminder on the subject. This guide defines corruption and its various forms, the principles and rules to be followed in each situation, the procedure for reporting a case, and the penalties incurred.

Since 2017, the Group has complied with the laws and regulations in force regarding the fight against corruption in all countries where the Group operates:

- France: UPERGY applies the SAPIN II Act;
- Spain: The Act of 20 February 2023 regulating the protection of whistleblowers and the fight against corruption;
- United Kingdom: UPERGY complies with UK legislation implementing the Bribery Act 2010;
- Tunisia: Law 2018-46 of 1 August 2018 on the fight against illicit enrichment and conflicts of interest.

In 2025, all Group employees received a refresher on how the internal whistleblowing procedure works during the month of December.

The fight against corruption and the adoption of ethical practices are commitments made by UPERGY that feature in its 2023–2025 CSR strategy and are renewed in its 2026–2028 CSR strategy. These commitments also align with SDG 16 (Peace, Justice and Strong Institutions).

3.3 Sponsorship and donations

None

3.4 Whistleblowing mechanism

A whistleblowing mechanism is available on the website <https://www.upergy.com/ethique-et-anticorruption/> to alert the company to any breach of the ethics charter or code of conduct. It is also possible to contact the Ethics Committee (comprising the CSR, QHSE and HR managers and the Chief Executive Officer) at the following email addresses:

- lanceurdalerte@upergy.com
- anticorruption@upergy.com

UPERGY has established an Ethics Committee to handle internal reports where necessary.

This committee meets solely in the context of internal reports and the anti-corruption measures implemented within the company.

In 2024, the Ethics Committee did not need to meet and no internal reports were made. In 2025, the Ethics Committee met three times to redefine its operating procedures.

3.5 Pollution risks

The company's direct activities do not pose significant environmental risks or cause major pollution (discharges into water, air or soil, noise pollution, land use, etc.).

Only the products that are distributed may have an environmental impact at the end of their life cycle; for this reason, UPERGY S.A. has implemented a waste management policy formalised through collection points and partnerships with environmental organisations in the countries where the company operates.

3.6 Sustainable use of resources

UPERGY is engaged in industrial assembly. Its use of resources is therefore limited to the products used for assembly, packaging used for transport, office consumables and resources used collectively to operate the buildings housing its offices.

UPERGY's operations do not require the purchase of raw materials, but the Group is committed to taking action regarding the resources it uses:

- **Packaging and cushioning**

Our teams are constantly seeking solutions to reduce the environmental impact of packaging and cushioning materials, whilst ensuring optimal protection of products during transport.

In this context, environmentally friendly packaging techniques have been trialled since 2013, notably the 100% recycled crumpled paper cushioning system certified with the 'Blaue Engel' label.

This eco-friendly packaging method ensures that products are securely held in place and adequately protected, and the paper is easily recyclable by the customer.

Non-reusable cardboard boxes are shredded using a machine and then used as packing material for dispatch.

- **Paper consumption**

Since 2013, paper ream consumption has been monitored using indicators across all sites covered by the ISO 14001 environmental certification: Limonest, Saint-Egrève, Corbas (FR), Solihull (UK), Manouba (TN) and Gava (ES).

For several years now, our product catalogues have been published exclusively in digital format and no longer in paper format.

We have also configured the printers to print double-sided by default or to use scrap paper. Staff are also made aware of the issue and of the 'paperless' policy towards which the group aims to move. Printing is monitored annually.

In 2025, UPERGY will change its service provider and request an environmental report on paper consumption and environmental impacts, in order to raise staff awareness of its proper use.

- **Energy consumption**

UPERGY has formalised its Energy Efficiency Plan and produced a guide of best practices for each site to meet national requirements for reducing energy consumption. Site managers are made aware of the challenges of reducing energy consumption through monthly communications aimed at controlling usage.

3.7 Carbon footprint

3.7.1 2025 Carbon Footprint

The 2025 Carbon Footprint was produced in-house by the CSR department. As in the previous two years, Scope 3 emissions were taken into account in their entirety. In 2025, the Carbon Footprint was calculated across all sites, both in France and internationally. The only emission category remaining at the level of French sites is 'Fugitive emissions'.

Categories	Emissions, kg CO2e Scope 2025	Emissions, kg CO2e Scope 2024
Product Purchases	8,478,715	8,478,715
Freight	458,210	458,210
Purchases of services	500,180	3cc 571
Energy	117,590	3c c48
Fugitive emissions	14,527	14,527
Business Travel	67,494	50 500
Commuting	251,370	135 515
Waste	19,200	18 c57
Rentals	1,396,731	1 1c2 0c4
Fixed assets	71,961	48,521
Total	11,375 676	10,774 707

3.7.2 Changes in the carbon footprint

To compare the changes between 2024 and 2025, please refer to the column '2025 Scope 2024'.

Emissions in tonnes of CO2e					
Categories	2025 2025 Scope	2025 Scope 2024	2024	2023	2022
Purchase of products	8,479	8,475	9,349	11,164	13,104
Freight	458	458	455	435	1,574
Travel	316	130	222	292	313
Energy	132	51	57	71	201
Purchases of services	500	300	322	331	200
Fixed assets	72	43	60	105	184
Others	1,415	1,180	938	826	256
Total	11,376	10,775	11,405	13,224	15,832

Scope	2025		2024	2023	2022
	T CO2e		T CO2e	T CO2e	T CO2e
	Scope data 2025	2024 scope data			
Scope 1	40	40	45	165	150
Scope 2	91	10	12	77	185
Scope 3	11,244	10,725	11,348	12,982	15,497
Total	11,376	10,775	11,405	13,224	15,832

As for the year 2024, the Carbon Footprint was calculated using ADEME's 'Base Empreinte' database. This method enables us to achieve a more accurate representation of reality by using, where possible, physical rather than monetary carbon emission factors.

The CSR department was trained by the external consultant who carried out UPERGY's full Carbon Footprint assessment for 2023 and has since adopted the same calculation method as in 2023.

UPERGY has set itself the objective of following the SBTI's recommendations. The reference year chosen by the Group is 2023. The objective is to achieve a 26% reduction in absolute terms between 2023 and 2030, across all three scopes.

UPERGY's CO2 emissions fell by 8.5% between 2024 and 2025. The most significant sources of emissions at UPERGY are: product purchases (nearly 75% of emissions) and rentals (12% of the Group's emissions).

3.7.3 Biodiversity protection

An internal study was conducted in 2022 to understand how UPERGY could incorporate the concept of biodiversity protection into its operations. To have a genuine impact on biodiversity, it is necessary to integrate actions in its favour into the company's overall strategy. To gain a deeper understanding of the issue, it was initially recommended that efforts be focused on decarbonising UPERGY's operations. By carrying out our Carbon Footprint Assessment and implementing our action plan to measure, reduce and offset our greenhouse gas emissions, we aim to reduce the pressure on biodiversity.

By 2025, this biodiversity strategy will also involve the Group's direct participation in collaborative projects with organisations that share our values and align with our priorities. Given its international presence, the Group has decided to partner with one or more organisations in each country where it operates, thereby creating a virtuous and sustainable cycle. The Group is currently seeking meaningful, community-based organisations that take direct action on biodiversity through their projects.

These future partnerships will enable us to cover all 17 Sustainable Development Goals, particularly those where UPERGY cannot act directly through its business activities.

3.8 Scope of reporting

This non-financial reporting is based on international and French indicators. French indicators are indicated by the (FR) symbol.

The other indicators are calculated at Group level.

For the year 2025, we have decided to incorporate new indicators, notably those requested within the framework of the VSME. This enables the Group to anticipate the new CSRD directive by committing to a more comprehensive voluntary approach. The new social indicators are calculated at Group level unless otherwise stated.

Due to the nature of its activities, UPERGY is not affected by issues relating to the fight against food waste and food insecurity, or those relating to animal welfare and respect for animals. These matters are not addressed in this document.

3.9 Performance and monitoring indicators

3.9.1 Social indicators

- N/A = Not calculated

Indicators	2025	2024	2023	Comments	Targets	SDG
ENSURING SAFETY						
Number of workplace accidents	5	3	8		Reducing workplace accidents linked to employees' working environment	8.8 Rights and safety at work
Number of workplace accidents resulting in time off work	5	2	1			
Accident severity rate	0.72%	0.02%	N/A			
Number of occupational accidents occupational	0	0	N/A			
Accident frequency rate	10.73%	3.23%	N/A			
Number of training courses delivered on health and safety at work	35	8	N/A			
Absenteeism rate (sickness and work-related accidents) (FR)	5.23%	3.14%	2.04%			
PROMOTING DIVERSITY AND EQUAL OPPORTUNITIES						
Number of employees as of 31 of December of the year	251	279	286			
Headcount in France as at 31 December of the year	100	126	130			
UK workforce as at 31 December of the year	37	53	53			
Headcount in China as at 31 December of the year	4					
Headcount in Tunisia as at 31 December of the year	105	89	91			
Headcount in Spain as at 31 December of the year	5	7	8			
Proportion of men in the total workforce	41.04%	47.67%	45.10%		Ensuring gender parity	5.1 Ending all forms of discrimination against women
Proportion of male managers	63.89%	61.90%	N/A			
Proportion of women in the total workforce	58.97%	52.33%	54.90%			
Proportion of women in management	36.11%	38.09%	45.71%			
Gender pay gap (FR)	35/40	31/40	35/40	Criteria for calculating the professional equality index (FR)		
Individual pay rise gap between women and men (FR)	35/35	35/35	35/35			
Pay rise on return from maternity leave (FR)	11/15	13/15	15/15			
Proportion of women among the 10 highest earners (FR)	2/10	5/10	10/10			
Gender equality index (FR)	87/100	84/100	95/100			

Indicators	2025	2024	2023	Comments	Targets	SDGs
PROMOTING DIVERSITY AND EQUAL OPPORTUNITIES						
Rate of discrimination in the workplace	0	0	0		Eliminating all forms of discrimination in the workplace	10.3 Equal opportunities
Number of reported incidents of human rights violations	0	0	N/A			
Proportion of employees with disabilities (FR)	6%	6%	5%		Promoting the integration into employment of people with disabilities, young people and older people	10.2 Promoting integration
Proportion of employees aged under 21	2%	3%	3%			
Average age	40	39	39			
Proportion of employees aged over 50	17%	21%	24%			
Percentage of employees on work-study schemes or apprenticeships (FR)	6%	3.97%	12.41		Introducing young people to the world of work (fixed-term contracts, temporary work, work placements, work-study schemes)	4.4 Skills and access to employment
Percentage of full-time employees (permanent contracts)	95.61%	93.65%	94%		Ensuring decent work	8.5 Full employment and decent work
ENHANCING WELL-BEING AT WORK						
Percentage of part-time employees	3%	4.21%	4.13%	Voluntary part-time work to promote a better work-life balance work	Facilitating the work-life balance	8.8 Rights and safety at work
Training rate (FR)	15.14%	20.6%	6.1%		Increase the company's investment in training	4.4 Skills and access to employment
Rate of fulfilment of employees in their roles	71%	75%	72%		Facilitating a work-life balance personal life	8.8 Rights and safety at work
Teleworking rate	16%	10%	17%			
Number of overtime worked by management	2,450.78 hours	4,893.3 hours	N/A	Hours included in the package Additional Overtime	Ensuring the quality of each employee's	16.7 Inclusive

Number of overtime hours worked by non-management staff	2,723.5 hours	660.25 hours	N/A	Hours reported by non-managerial staff to their manager	relationship with their manager	decision-making
Turnover of staff (permanent contracts only) (FR)	34.80%	26.01%	23.50%	Tx=(departures)/(headcount as at 1 January + new hires)	Reduce absenteeism	8.8 Rights and Safety at work
Indicators	2025	2024	2023	Comments	Targets	SDG
ENHANCING WELL-BEING AT WORK						
Ratio of executive pay to the average pay of employees	5.99%	7.65%	6.03%		Ensuring decent work and equal pay for work of equal value	8.5 Full employment and decent work
Ratio of the highest wage to lowest wage (FR)	10.87	11.09	11.4			
Average salary (FR)	€39,879	€35,315	€41,431			
Lowest salary (FR)	€21,960	€21,960	€21,231			
Ratio between the highest and lowest salaries (UK)	3.74	3.74	N/A			
Ratio of highest to lowest pay (TN)	6.98	6.98	N/A			
Ratio between the highest and lowest salaries (ES)	12.91	3.3	N/A			
Average length of service	7 years	7 years	7 years		Ensuring the quality of each employee's relationship with their manager	16.7 Inclusive decision-making
Percentage of employees who have had an annual development review	38%	41%	36%			

3.9.2 Social indicators

- *New indicators calculated in 2025*

Indicators	2025	2024	2023	Comments	Targets	SDG
ENSURING ETHICAL AND TRANSPARENT GOVERNANCE						
Proportion of women on the Board of Directors	57%	50%	50%		Ensure that the governance structure remains compliant with the Middlednext Governance Code and regulatory obligations regulatory	16.6 Effective, accountable and transparent institutions at all levels
Number of CSR Committee over the year	6	5	N/A			
Number of Audit and Risk Committee meetings during the year	2	4	N/A			

COMBATING CORRUPTION						
Number of training hours on corruption	59	59	0	In 2025, the CSR department raised staff awareness of the internal whistleblowing procedure and its use	Raise awareness and train employees in good ethical practices within the company	16.5 Corruption
Indicators	2025	2024	2023	Comments	Targets	SDGs
FIGHTING CORRUPTION						
Number of corruption cases reported internally	0	0	0		Raising awareness and training employees in good ethical practices within the company	16.5 Corruption
Number of Committee meetings Ethics Committee meetings over the year	3	0	0			
Number of reports received under the whistleblowing	0	0	0			
RAISING AWARENESS AMONG STAKEHOLDERS						
Number of community projects supported over the year	2	3	N/A		Supporting the work of organisations	17.16 Partnerships for sustainable development
Amount allocated to sponsorship of associations	€6.1K	€7,800	€6,100			
Percentage of buyers trained in CSR and ISO 20400	100%	100%	N/A	Inclusion of training Annual CSR	Raising awareness among our staff about sustainable development issues	13.3 Training on climate change
Percentage of suppliers assessed against CSR criteria	66.7%	16.2%	N/A	Class A suppliers (20/80) who completed the CSR questionnaire suppliers	Raising awareness among our suppliers regarding sustainable development issues	12.8 Knowledge of sustainable development 13.3 Training on climate change
Percentage of suppliers who have signed the UPERGY Responsible Procurement Code of Conduct	90%	16.2%	N/A	Class A suppliers (20/80) who responded to the CSR questionnaire suppliers		
Proportion of suppliers with a CSR policy	66.7%	53.2%	N/A			12.8 Knowledge of sustainable development 13.3 Training on climate change
Proportion of DM suppliers with a CSR approach	54.5%	54.5%	31%	MD = Medical Devices		
Percentage of non-DM suppliers with a CSR approach	45.50%	45.5%	48%	Class A suppliers Class A (20/80)		
Percentage of suppliers who have submitted their CMRT/EMRT	36.60%	N/A	N/A	Class A suppliers Class A (20/80)	12.8 Knowledge of	

<p>Percentage of suppliers who have signed the Conflict Minerals Letter</p>	<p>36.60%</p>	<p>N/A</p>	<p>N/A</p>	<p>Class A suppliers (20/80)</p>	<p>sustainable development 13.3 Training on climate change</p>
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3.9.3 Environmental indicators

- N/A = Not calculated

Indicators	2025	2024	2023	Comments	Targets	SDG
PRIORITISING RESPONSIBLE PROCUREMENT						
Number of European Tier 1 suppliers	233	237	209		Prioritising local procurement	12.7 Promoting sustainable practices
Percentage of turnover from purchasing in Europe	64.16%	59.7%	56%		Encouraging local local	
DESIGNING SUSTAINABLE PRODUCTS AND SERVICES						
Percentage of recycled batteries (SCRELEC/BATRIBOX)	97.8%	N/A	N/A	Applies to batteries collected at our sites.	Prioritise eco-design	9.4 Modernisation and sustainability of industrial
Percentage of lead-acid lead batteries (CAMPINE)	100%	98%	N/A			
REDUCING THE CARBON FOOTPRINT						
Scope 1 emissions (tCO2e)	40	45	165	The information reported for 2025 relate to scope 2025	Optimise emissions goods to the parties stakeholders	11.6 Environmental impact 12.7 Promoting sustainable practices
Scope 2 emissions (tCO2e)	91	12	77			
Scope 3 emissions (tCO2e)	11,244	11,294	12,982			
Total emissions (tCO2e)	11,376	11,405	13,224			
<i>Emissions intensity (tCO2e/€ million turnover)</i>	<i>2c7</i>	<i>2cc</i>	<i>257</i>			
GHG emissions related to transport of freight (tCO2e)	458	455	435		Prioritise transport to low-emission	11.6 Impact environmental
RAISING AWARENESS AMONG STAKEHOLDERS						
Electricity Total (MWh) (FR)	198	166	232		Raising awareness among our staff about sensible energy consumption	7.3 Energy efficiency
<i>Electricity consumption / Turnover</i>	<i>4.4</i>	<i>3.8c</i>	<i>5.21</i>			
Total gas consumption (heating) (MWh) (FR)	110	129	170			
<i>Gas consumption (heating) / Turnover (MWh/€ million turnover)</i>	<i>2.0</i>	<i>3.00c</i>	<i>3.82</i>			
RAISE AWARENESS AMONG STAKEHOLDERS						
Water consumption (m³)	783	634	209	For the year 2025, water consumption is	Raising awareness	6.3 Water water

				that of the Corbas and Saint-Egrève	to water	for	6.4 Sustainable management of water resources
<i>Water consumption / Turnover (m³/€ million turnover)</i>	18.4	14.78	13.35				

IMPLEMENTING EFFECTIVE WASTE MANAGEMENT

Weight of batteries and rechargeable batteries collected (kg)	75,760	86,610	91,706	Collection by Batribox and Campine (at our sites and at our customers' premises on request)	Monitoring hazardous and non-hazardous waste at our sites by implementing effective waste management system	11.6 Environmental impact
<i>Batteries / Turnover (kg/€ million turnover)</i>	1778	2018	20c0			
WEEE (kg) (FR)	470	490	756	Monitor hazardous and non-hazardous waste at our sites by implementing effective waste management	12.5 Reduce waste generation	
<i>WEEE / Turnover (kg/€ million turnover)</i>	11	11.4	17			
Cardboard/paper/plastic contaminated (kg) (FR)	130	149	62			
<i>Soiled cardboard/paper/plastic / Turnover (kg/€ million turnover)(FR)</i>	3.05	3.47	2			
Pallets (kg)(FR)	5,030	11,648	14,674			
<i>Pallets / Turnover (kg/€ million turnover)</i>	118	271	330			
Cardboard/paper (kg) (FR)	16,900	17,860	17,350			
<i>Cardboard/turnover (kg/€ million turnover)</i>	357	41c	453			
Weight of A4 paper sheets consumed (kg)	883	849	1,471			Total fleet of printers managed by XEFI France
<i>Sheets of paper / Turnover (kg/€m of turnover)</i>	21	1.8	33			
Plastic (kg) (FR)	770	920	760			
<i>Plastic / Turnover (kg/€ million turnover)</i>	18	21	17			